

V. REGIONAL AND LOCAL STRATEGIES FOR ACTION

As seen through the many case studies documented in this report, the five municipalities and regional partners in the Parker River/Essex Bay ACEC have been making great strides in meeting their environmental protection goals. Whether it be preservation of community character, protection of wetland resource areas, or addressing polluted stormwater runoff, these efforts promote protection and stewardship of the ACEC and natural resources in surrounding communities. However, despite these positive steps taken, some of the resource issues previously described still need to be addressed. The strategies highlighted in this section can help the communities and partners involved take additional steps forward. Ultimately, it is up to local governments to decide which actions are most appropriate, realizing regional organizations and agencies can offer technical assistance and funding.

To identify strategies for local and regional resource management, CZM began by reviewing existing zoning bylaws, planning board rules and regulations, and wetland bylaws in each of the five ACEC municipalities. Based on this review, the *Table of Local Regulatory Strategies* in Appendix B was compiled. This table provides more detail about local bylaws and regulations and shows how each municipality's approach to resource protection compares to others in the region. CZM also interviewed local officials and volunteers to gather their suggestions for resource protection strategies and needs both in their town and the region.

By evaluating information from local interviews, highlighted case studies, and existing regulatory approaches for each town, CZM compiled the information in this chapter that begins with strategies that regional partners can consider to further assist ACEC communities. The next section identifies strategies at the municipal level that are consistent for all five ACEC communities. Readers interested in local resource management ideas should also review the final information presented in *Strategies for each ACEC Municipality*, which recognizes the differences between community needs and focuses on strategies specific to each of the five ACEC municipalities. *Key words are put in bold to help the reader quickly identify the main topic, while related case study page numbers are identified where appropriate to help the reader navigate through this document.*

REGIONAL PARTNER STRATEGIES

Throughout this assessment there are many examples of successful partnerships that are key to ensuring resource protection at a regional level. Regional organizations and agencies are taking a proactive role in helping communities develop and implement effective management strategies. This section identifies additional opportunities for regional groups to provide coordination and technical assistance that support local and region-wide efforts to address environmental issues throughout the ACEC.

Regional partners bring distinct skills and informational resources to communities. Some can offer help in organizing forums and in enhancing participation, while others can assist in the planning process, bringing a menu of innovative tools and strategies that towns can explore to plan for their future. Regional groups are uniquely positioned to provide this kind of support because

their focus transcends municipal boundaries, allowing them to better implement regional solutions. For many of these strategies, it makes sense for regional groups to develop tools and strategies that can be used multiple times by different communities, thus encouraging consistency throughout the region. Strategies for regional groups to help address issues of water quality, open space and growth management, and information sharing are given below.

Water Quality

Regional groups can pursue the following actions to help communities address water quality concerns:

- ✓ Hold stormwater workshops for local officials (planning boards, conservation commissions, and department of public work officials) to help assess and select appropriate technologies and resolve issues about the use and maintenance of stormwater management practices. *See case study: 1) stormwater performance bond and 2) Coastal Pollution Control Committee.*
- ✓ Transfer tools being developed from CZM's Parker River Watershed pilot **Nonpoint Source Monitoring and Analysis Framework** to other ACEC watersheds. These tools can be used to assess the effectiveness of pollution control measures, identify relationships between development patterns and aquatic resource quality, and determine areas where additional monitoring stations should be sited. *See case study: Parker River Watershed nonpoint source monitoring and analysis.*
- ✓ Work with landscape architects to develop outreach materials and hold workshops to educate community leaders and the public on how to use water-efficient/drought-resistant plants, limit lawn size, plant buffers to reduce runoff, and implement other **environmental landscaping techniques** to limit water use and improve water quality.
- ✓ Provide technical assistance to agricultural landowners and stable owners in upper parts of the watershed to reduce water quality impacts through implementation of **agricultural best management practices**. *See case study: agricultural best management practices.*

Open Space and Growth Management

Regional groups can pursue the following actions to help communities address open space and growth management concerns:

- ✓ Provide communities with technical assistance and information for drafting and/or implementing **master plans and Executive Order 418 community development plans**. Examples of planning tools include Open Space Residential Design, Planned Unit Development (PUD), transfer of development rights (TDR), and mixed commercial/residential development to create neighborhoods, protect open space, and reduce transportation needs. *See case study: 1) Green Neighborhood Alliance – Open Space Residential Design and 2) Grow Smart North Shore.*
- ✓ Produce a **fact sheet about the cost of development versus the cost of open space protection** and distribute to ACEC communities. One barrier to open space protection is how a community views the short-term benefits of increased tax revenue without realizing the long-term infrastructure costs with new development. Regional partners can help overcome this barrier by making available accurate information about cost

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differences to officials and interested citizens.

- ✓ Assist towns in **identifying and prioritizing parcels for open space acquisition**, finding funding sources to purchase open space, and developing a public awareness campaign to support local acquisition efforts. For example, regional partners can help local officials develop and use build-out analyses, resource maps, and Geographic Information System (GIS) data to inventory lands with exceptional resource value. *See case study: 1) open space inventory, 2) open space acquisition, 3) conservation restrictions, 4) community planning forums, and 5) Great Marsh natural resource mapping.*
- ✓ Whenever possible, **organize regional planning efforts on an ecosystem/watershed basis** rather than along traditional jurisdictional boundaries. Services such as grant writing, mapping, master and open space planning, and promotion of shared resource protection including water supplies, can be more effective if offered on a regional, rather than town by town basis.

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Technical Assistance and Information Sharing

Regional groups can pursue the following actions to coordinate and improve information sharing and technical assistance efforts:

- ✓ Schedule biannual or quarterly **ACEC network meetings** to help the five ACEC communities share resources, provide topic-specific training, package regional grants, and obtain the information and services needed to advance consistent ACEC protection and management for the region. Planning boards, open space committees, conservation commissions, and boards of health could find it useful to attend these meetings. As with other successful North Shore network meetings, one or more regional partners should coordinate and facilitate this ACEC network for local officials and their staff. *See case study: local network meetings.*
- ✓ Compile a **packet for new conservation commission members** providing a variety of important information including contacts for technical assistance, handouts from the Massachusetts Association of Conservation Commissions, wetland delineation techniques, soils training handbooks, and information on higher performance standards within ACECs. When developing the packet, regional partners could work with local conservation commissions to identify and prioritize what information to include. For towns that do not have a full-time agent and cannot regularly attend workshops, regional partners could give presentations at commission meetings about topics of interest such as background information and enforcement procedures for the Rivers and Wetlands Protection Acts.
- ✓ Work together to produce and distribute a **document describing available regional services and assistance** available to communities. Such a document would help local officials access the appropriate organization/agency for technical assistance and thus help strengthen local and regional contacts.
- ✓ Help communities get up-to-speed with **current mapping technologies**. As GIS is being increasingly used as a planning tool, communities need technical assistance for such things as hardware/software, grant writing, resource mapping, and GIS training. *See case study: Great Marsh natural resource mapping.*

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- ✓ Where **environmental science and salt marsh curricula** are being used in public schools, help teachers broaden their efforts to include information on other important natural resources, such as estuaries, watershed, finfish/shellfish, and migratory birds. By discussing not only the ecological importance of these resources but also their recreational and economic significance, students will gain a greater appreciation of the ACEC as an entire ecosystem that crosses the political boundaries where they live. *See case study: salt marsh science classroom project.*
- ✓ Work with local officials to increase the use of **brochures, newspapers articles, and workshops** to target stakeholders who use and benefit from ACEC resources. A well-targeted outreach campaign will build support for resource protection and increase awareness not only about the ecological significance of resources but also the economic, recreational, and cultural value they add to our daily lives. *See case study: 1) newspaper articles, cable TV, and videos, and 2) ACEC letter and brochure mailing*

COMMON STRATEGIES FOR ALL ACEC MUNICIPALITIES

One size does not fit all when it comes to addressing local resource protection in each of the five ACEC towns. However, strategies highlighted in this section can have a positive impact in most (if not all) of the five ACEC municipalities. Implementing these strategies will help create a more consistent approach to resource protection and encourage local officials to work with other municipalities to address common issues on a region-wide basis. Contact the CZM North Shore Regional Office (978-281-3972) to get information about organizations and agencies that can provide the technical or funding assistance needed to help implement these strategies. Readers may also refer to the *ACEC Contact List* in Appendix A for additional information.

Water Supply

Communities can pursue the following action to address water supply concerns:

- ✓ Implement **water conservation methods** that include: restricting watering of lawns and gardens to limited days and hours; establishing a leak detection program as part of water department budgets; offering subsidies for water efficient plumbing; creating subdivision guidelines that list water-efficient plants for landscaping; and demonstrating environmentally friendly lawn and garden projects in collaboration with local Garden Clubs for interested citizens. *See case study: innovative water conservation techniques.*

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Water Quality

Communities can pursue the following actions to address water quality concerns:

- ✓ Prevent **stormwater problems from Approval Not Required (ANR) lots** by using the building permit process. ANR lots do not require planning board approval under the Subdivision Control Law because they have frontage on a town road, formerly approved subdivision road, or a road deemed passable by the planning board. However, development of these lots without review can have damaging stormwater impacts. To address this water quality problem, towns can require that project proponents submit erosion control measures and a stormwater management plan that address water quantity and quality as part of a building permit application. This

would allow a building inspector to seek input from the planning board about the effectiveness of stormwater and erosion practices before rendering a decision to grant or reject the building permit. *See case study: drainage plans for Approval Not Required lots.*

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- ✓ Establish realistic **annual budgets for long-term operation and maintenance of stormwater best management practices** such as storm-treat systems, detention basins, and vegetated swales. When new subdivisions are accepted at town meeting, access roads are approved with complicated drainage systems using new technologies. Department of public works budgets need to reflect realistic maintenance costs to effectively minimize stormwater problems. *See case study: stormwater performance bond.*
- ✓ Continue improving the public's awareness about the need for and availability of **boat pumpout facilities** by working regionally to educate boaters in the area. Once boaters are comfortable with using pumpout facilities on a regular basis, municipalities may want to consider applying for a state No Discharge Area designation so that new and transient boaters will also use pumpout services and learn to appreciate the local value placed on ACEC waters of Plum Island Sound and Essex Bay. *See case study: regional boat waste management.*

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Open Space and Growth Management

Communities can pursue the following actions to address open space and growth management concerns:

- ✓ Consider options for community planning techniques that take advantage of available resources, guidance, and public involvement. *See case study: 1) growth management steering committee and 2) community planning forums.*
 - Use **"visioning" exercises as a tool for community development planning** to explore ideas and build consensus about your community's future. "Visioning" is a term to describe brainstorming and consensus building about desired community characteristics. Visioning exercises can be used to assist municipalities with prioritizing open space for protection, planning for town center revitalization, or developing a master plan or open space plan. A set of visioning forums are critical for enlisting public comments, reviewing future options for growth, engaging residents and businesses, and reaching consensus on planning goals and objectives. Thus, holding a visioning or community planning forum can help solidify local priorities for growth planning and open space protection. Visioning exercises are ideal ways for interested citizens to share ideas with one another, gain support for new initiatives, and give detailed input to local officials.
 - Take advantage of funding and/or technical services through Executive Order 418 to prepare a **Community Development Plan**. Towns can create a scope of work for these plans after they receive a build-out map (a map showing the community at maximum development based on current local zoning and state laws) from the state's Executive Office of Environmental Affairs. Community development plans are designed to include long-term planning objectives for community preservation, housing, transportation, and economic development. Part of the planning process involves identifying the type, location, and quantity of open space including unprotected open space.
 - Consider developing a **master plan** as another community planning option. Although master plans address similar objectives to Community

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Development Plans, they are more comprehensive and include eight components that address land use, housing, transportation, open space and recreation, public facilities, economic development, natural and cultural resources, and implementation. Master plans encourage development most needed, discourage development not wanted, and site projects in appropriate locations. Without the guidance offered by a master plan, development will more likely occur in a haphazard manner. If a municipality has completed a master plan, they can use this document to fulfill requirements of their community development plan described above.

- ✓ Take advantage of the state's **Community Preservation Act** that authorizes a new revenue stream to assist towns with land acquisition. Three steps are critical to include in a strategy for land protection:
 1. Establish an accounting mechanism to receive and disperse money from the Community Preservation Act's revenue stream. The open space committee, planning board, and conservation commission should work with the town accountant, treasurer, and finance committee to establish an appropriate mechanism.
 2. Dedicate a portion of the town or city general operating budget each year for land acquisition. These funds, combined with the new Community Preservation revenue stream and grants, will increase the town's ability to purchase priority open space parcels in a timely manner.
 3. Identify and prioritize key parcels for acquisition through either the Community Preservation Act or an open space plan.

See case study: 1) open space inventory, 2) open space acquisition, 3) conservation restrictions, 4) land protection assistance, and 5) Great Marsh natural resource mapping.

- ✓ Work with regional planning organizations to **evaluate recently completed state buildout analyses** and discuss appropriate short and long-term community planning goals. Some towns are poised to move forward with developing formal growth management plans while others are at earlier, informal stages of discussing goals and planning community forums to gather information.
- ✓ **Update antiquated bylaws or regulations** that are no longer applicable or effective in addressing town issues and future goals. During the process of drafting a community development or master plan, the town would examine future directions for growth, economic revitalization, and natural resource protection. This is an excellent time to review existing bylaws and regulations, especially those that were adopted in the 1970s and 80s when the "one size fits all" approach was often touted as a growth management solution. The following questions could be addressed:
 - Does your town have/need a variety of zoning and overlay zoning districts to meet your local goals and objectives?
 - Does your town have an updated site plan bylaw? Do your bylaws and regulations allow adequate assessment of environmental impacts?
 - Does your town have an adequate fee structure for permit applications to cover costs of review by an independent consultant?

See case study: community planning forums.

- ✓ **Update Open Space plans with a section that discusses land protection as it relates to ACEC resources** in the town. The Parker River/Essex Bay ACEC Resource Inventory (Busse 2000) and the Great Marsh Natural Resource Mapping project are valuable sources of information for these updates and are available from the Coastal Zone

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- ✓ In towns where no planner is on staff, appoint a **zoning enforcement officer who has separate duties from the building inspector**. With the rapid rate of growth in ACEC communities, building inspectors are often overwhelmed with development review. One way to improve resource protection is to better enforce existing bylaws and regulations by having a separate zoning enforcement officer on staff.

Technical Assistance and Information Sharing

Communities can pursue the following actions to coordinate and improve information sharing and technical assistance efforts:

- ✓ **Develop a website for each municipality** as a way to distribute information to the public and neighboring communities. For example, news about new bylaws and regulations, town warrants, or Open Space and Master Plans can be placed on the website.
- ✓ Investigate the possibility of **sharing conservation agent and planner positions** with other towns that do not have professional staff. Not only would this aid in the implementation of existing bylaws and regulations, but also provide assistance with nonregulatory resource protection mechanisms such as grant writing, implementation of mapping and GIS skills, and outreach and education efforts.
- ✓ Consider requiring **submission of development plans in GIS compatible formats**. As local boards become trained with GIS and data development skills, they can better use this technology to assess proposed development and its impacts on surrounding resource areas. Also, towns may work with regional planning agencies and/or MassGIS to keep their GIS data updated as electronic plans gets submitted.
- ✓ Take advantage of available media such as newspapers and cable television to attract volunteers. **Volunteer projects** could include: grant writing, serving on open space committees, writing about resource issues in local newspapers, educating landowners about options for land protection, identifying open space protection opportunities by checking records of deeds and titles, participating in environmental education at schools, creating brochures and handouts, and inventorying town-owned conservation properties. *See case study: 1) open space inventories, 2) brochures, and 3) newspaper articles, cable access television and videos.*
- ✓ Hold regular **coordination meetings for municipal staff and board members**. These informal meetings can provide time for boards of health, conservation commissions, and planning board representatives to review projects and permits, identify issues, and discuss opportunities for collaboration.
- ✓ Consider working with regional partners to purchase and/or develop a **tracking system for permit and license approval conditions**. Septic system approvals, subdivision approvals, conservation commission Orders of Conditions, and other licensing approvals contain stipulations for inspections, monitoring, etc. A tracking system would remind staff when these actions are due, ensure that the action has been successfully completed, and allow staff to enter data for future reference and to share with other

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departments. Compiling this information into one system could also help officials and boards consider future land use management strategies and pollution reduction efforts.

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- ✓ Attend **North Shore conservation commission, board of health, and open space committee network meetings** as a way to receive technical assistance and information and network with other communities to address resource issues. In addition, CZM is developing ideas for an ACEC network that will make resources specifically available to the five ACEC communities. Planning boards, open space committees, and boards of health could also attend these regional ACEC network meetings to discuss common issues and funding opportunities for all ACEC communities. *See case study: local network meetings.*

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- ✓ Identify parcels and landowners within the **ACEC boundary to mail an ACEC brochure and letter** describing the significance of the area, threats to resources and habitats, and the importance of having an ACEC "in your backyard." *See case study: ACEC letter and brochure mailing.*

STRATEGIES FOR EACH ACEC MUNICIPALITY

A fundamental challenge within ACEC communities is the lack of adequate staff and financial resources needed to initiate more proactive strategies for resource management. Recognizing that all five ACEC communities are unique with different political structures, issues, and approaches, this section highlights strategies to help communities prioritize limited time and funding constraints to best address some of their issues. In addition to the regional *Common Strategies for all ACEC Municipalities* identified in the previous section, officials and boards in each municipality can also consider taking the following steps toward improving resource protection in their community. Contact the CZM North Shore Regional Office (978-281-3972) to get information about organizations and agencies that can provide the technical or funding assistance needed to help implement these strategies. Readers can also refer to the *ACEC Contact List* in Appendix A for additional information.

NEWBURY

As articulated through interviews, the primary resource issues in Newbury include concerns about water quality, wetlands, barrier beach resources and open space and growth management. In addition to actions identified in the previous *Common Strategies for All ACEC Municipalities* section, Newbury officials and boards can also consider the following strategies to address their local resource issues.

Water Quality

The Town of Newbury may want to pursue the following actions to address water quality concerns:

- ✓ Strengthen protection of land surrounding the Parker River and its tributaries. A Newbury Board of Health Regulation that establishes a 300-foot setback to the river is a good first step toward resource protection. Turning these regulations into a **Parker River Overlay Zoning District** with an associated bylaw that establishes performance standards for development within 300 feet of the Parker River and its tributaries would provide additional land protection and water quality benefits to the town.

The Overlay Zoning District Bylaw would provide consistent enforcement and performance standards and clarify the town's objectives for land use activities within the designated setback. The planning board could be the regulatory authority for the overlay district, which is appropriate since they have a revolving fund for fees as well as consultants and other technical experts needed for independent review of submitted data and plans.

- ✓ Seek a **full time health agent with technical expertise in wastewater management**. This person could help the town address complexities of the Plum Island water and sewer proposals, Title V, and the use of alternative technologies for wastewater management.
- ✓ Work with the Metropolitan Valley Planning Commission (MVPC), Parker River Clean Water Association (PRCWA), and the Parker River Basin Team to write a **319 nonpoint source implementation grant** to address some of the targeted water pollution problems identified in the Little River water quality data collected by MVPC and PRCWA.

Wetlands

The Town of Newbury can pursue the following actions to address wetland issues:

- ✓ **Share a conservation agent** with the Town of West Newbury or **create a full-time environmental planner** that can share responsibilities between the planning board and conservation commission.
- ✓ **Expand the jurisdiction of the general wetlands bylaw** now being implemented on Plum Island (as required by the Department of Environmental Protection under the September, 2000 Administrative Consent Order to address water quality concerns on the island) to include wetlands in the entire town. Given the importance of wetlands to such things as pollution filtration, habitat, and flood protection, the town could protect these important functions by going beyond Plum Island and including all town wetlands in the Newbury General Wetlands Bylaw. *See case study: 1) no build/no disturb zone, 2) wetland exclusion from lot area calculation, 3) wetland performance standards, and 4) isolated land subject to flooding.*
- ✓ Take advantage of existing advocacy groups such as PRCWA to assist the town in public **outreach campaigns** to gain support for passing bylaws and regulations discussed, such as a Parker River Overlay District and Newbury General Wetlands Bylaw. *See case study: water quality monitoring and presentations.*

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Open Space and Growth Management

The Town of Newbury can pursue the following actions to address concerns of open space and growth management:

- ✓ Consider doing an **inventory to prioritize open space parcels** for acquisition. These efforts will help implement the town's open space plan recently approved by the state and be a step toward developing growth management strategies. *See case study: 1) open space inventory, 2) land protection assistance, and 3) Great Marsh natural resource mapping.*
- ✓ Capitalize on the momentum and recent public support of the open space purchase in Byfield to **create a conservation land fund or open space bond** that dedicates a portion of town revenue for land acquisition. *See case study: 1) open space acquisition and 2) conservation restrictions.*

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- ✓ **Expand efforts of growth management planning** on Plum Island to the entire town since a significant amount of developable land is highlighted in the buildout analysis recently completed by the state. *See case study: 1) growth management steering committee, and 2) community planning forums.*
- ✓ Build on the success of the town's recently completed Open Space Plan to **develop a Master Plan**. This can be accomplished by drafting additional plan sections covering future anticipated municipal service and infrastructure needs and growth planning goals, as well as actions the community intends to take to meet their needs and achieve these goals.

Barrier Beach Resources

The Town of Newbury can pursue the following action to address concerns of barrier beach resources:

- ✓ Develop a **proactive beach management program** focusing on dune restoration, public access, beach nourishment, and storm response. The management program should be developed by a working group that represents diverse interests, such as recreation, business, and conservation.

ROWLEY

As articulated through interviews, the primary resource issues in Rowley include concerns about water supply, wetlands, and open space and growth management. In addition to actions identified in the previous *Common Strategies for All ACEC Municipalities* section, Rowley officials and boards can also consider the following strategies to address their local resource issues.

Water Supply

The Town of Rowley can pursue the following action to address water supply concerns:

- ✓ Use the *Town of Ipswich Water Conservation Report* (1998) as a model to address concerns of **water supply**. This report outlines a series of actions that can help the town become more efficient in its water use. *See case study: innovative water conservation techniques.*

Water Quality

The Town of Rowley can pursue the following action to address water quality concerns:

- ✓ Consider having the board of health and conservation commission work with the Parker River Basin Team to obtain funding and technical assistance to improve **water quality in agricultural areas** of the upper watershed. *See case study: agricultural best management practices.*

Wetlands

The Town of Rowley can pursue the following action to address concerns about wetlands:

- ✓ Explore opportunities to modify and adopt the **Rowley General Wetlands Bylaw** postponed at the Spring, 2000 town meeting. By encouraging community participation and actively incorporating citizen comments, the conservation commission will be more successful when bringing a modified version of the bylaw before a future town meeting. *See case study: 1) no build/no disturb zone, 2) wetland exclusion from lot area calculation, 3) wetland performance standards, and 4) isolated land subject to flooding.*

Open Space and Growth Management

The Town of Rowley can pursue the following actions to address concerns about open space growth management:

- ✓ Consider drafting a **community development plan and/or a master plan** by using a "visioning" workshop as described in the previous *Common Strategies for All ACEC Municipalities* section. With momentum from recent land purchases, commitment from the Finance Committee to dedicate revenue for land acquisition, successful implementation of the Open Space Plan, and funding available from Executive Order 418, opportunities exist for the town to move forward and develop a comprehensive approach to growth management that integrates environmental, community character, and economic goals. *See case study: community planning forum.*
- ✓ Hire a **full-time or shared planner** with neighboring towns such as Boxford. This person would be able to assist the town in short and long-term planning such as facilitating community planning forums and eventually working to draft a Master Plan or Community Development Plan. The professional planner could also help achieve better coordination between town boards.

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IPSWICH

As articulated through interviews, the primary resource issues in Ipswich include concerns about water supply, water quality, and open space and growth management. In addition to actions identified in the previous *Common Strategies for All ACEC Municipalities* section, Ipswich officials and boards can also consider the following strategies to address their local resource issues.

Water Supply

The Town of Ipswich can pursue the following action to address water supply concerns:

- ✓ Continue efforts to **promote water conservation strategies** as outlined in the report by the Ipswich River Watershed Association (IRWA 1998). *See case study: innovative water conservation techniques.*

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Water Quality

The Town of Ipswich can pursue the following actions to address water quality concerns:

- ✓ Continue studying ways to resolve **water quality issues on Great and Little Necks**. Once the town completes a second study of development impacts from the potential sewer project, it may consider implementing innovative technologies as outlined in the draft Great Neck Septic System Management Plan as an alternative to sewerage the area. *See case study: 1) wastewater management overlay district and 2) wastewater management plan.*
- ✓ Continue raising the **public awareness of pollution and stormwater runoff** by working with the Eight Towns and the Bay Committee to stencil more storm drains in the town. *See case study: storm drain stenciling.*
- ✓ Continue implementing **stormwater management plan recommendations** as identified by the Coastal Pollution Control Committee. Regional partners can provide technical and financial assistance to help the town achieve these goals and transfer this innovative model to others in the region. *See case study: Coastal Pollution Control Committee.*

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Open Space and Growth Management

The Town of Ipswich can pursue the following actions to address open space and growth management concerns:

- ✓ Work with the Great Marsh Land Protection Team to **document the town's success in creating the open space bond and parcel inventory methods**. Officials and volunteers are leaders in creating successful local land protection strategies. By working with the Land Protection Team, their efforts can be packaged into a transferable model for other towns to learn from. With its approach to land protection, Ipswich has begun to cooperate with partners in the area to apply for regional funding opportunities such as the state's Focus Area Initiative that encourages towns to work together to identify acquisition strategies for a region. *See case study: 1) open space inventory and 2) open space acquisition.*

ESSEX

As articulated through interviews, the primary resource issues in Essex include concerns about water quality, wetlands, and open space and growth management. In addition to actions identified in the previous *Common Strategies for All ACEC Municipalities* section, Essex officials and boards can also consider the following strategies to address their local resource issues.

Water Quality

The Town of Essex can pursue the following action to address water quality concerns:

- ✓ Incorporate language addressing the requirement for meeting **state stormwater standards** (including the requirement for a stormwater management plan) into Essex Planning Board Subdivision Rules and Regulations. This change is one way to address the issue of stormwater runoff from residential development. Currently, this issue is not addressed in the town's drainage management review of the site plan bylaw. *See case study: stormwater performance bond.*
- ✓ Continue **river and stream monitoring** once the town connects to Gloucester's sewer system to ensure that water quality is improved and maintained in ACEC waters of the Essex River and Essex Bay. *See case study: 1) water quality monitoring and presentations, 2) optical brightener handbook and 3) stormdrain stenciling.*

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Wetlands

The Town of Essex can pursue the following actions to address wetland concerns:

- ✓ Incorporate performance standards that address water quality, open space, and habitat, particularly in buffer zones to resource areas into the **water and wetlands resource protection district**. Additional protection of these resource areas beyond this district could also be achieved by adopting an **Essex General Wetland Bylaw**. *See case study: 1) no build/no disturb zone, 2) wetland exclusion from lot area calculation, 3) wetland performance standards, and 4) isolated land subject to flooding.*
- ✓ Support a **conservation agent and a planner** as full-time staff positions; the town may want to consider sharing the conservation agent with the Town of Hamilton that lies within the same watershed. These positions could help initiate and implement many of the wetlands and planning strategies highlighted for the town.

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Open Space and Growth Management

The Town of Essex can pursue the following actions to address open space and growth management concerns:

- ✓ Hold public **"visioning" forums** to help officials and boards think about future planning needs and determine whether existing zoning districts meet the town's goals and objectives. Ultimately, this process could also help clarify goals and objectives needed to begin a **Community Development Plan**. Executive Order 418 funding and regional partners are poised to offer Essex assistance in future planning. Also, the newly appointed town administrator may be in a position to help the planning board and open space committee to coordinate visioning and Community Development Planning projects. *See case study: community planning forums.*
- ✓ **Review existing zoning bylaws and districts** in light of concerns related to the new sewer installation. It is important for the community to consider going beyond the use of a sewer overlay district that limits the number of hook-ups to discussing more **comprehensive long-term growth management strategies**. Possible questions to discuss include:
 1. Does the overlay district encourage the type, size, and location of growth that the community wants in the future?
 2. Does projected growth meet both environmental and economic goals and if not, how can growth be guided in the proper direction? and
 3. Do existing bylaws and regulations give local officials control over negative environmental impacts such as reducing the coverage of impervious surface and promoting stormwater best management practices? *See case study: 1) wastewater management overlay district and 2) community planning forums.*
- ✓ Take advantage of the state law that gives planning boards the right to establish a **revolving fund requiring developers to pay a fee** that can be used for consultant review when a plan is submitted.

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GLOUCESTER

As articulated through interviews, the primary resource issues in Gloucester include concerns about water quality and open space and growth management. In addition to actions identified in the previous *Common Strategies for All ACEC Municipalities* section, Gloucester officials and boards can also consider the following strategies to address their local resource issues.

Water Quality

The City of Gloucester can pursue the following actions to address water quality concerns:

- ✓ Incorporate **site plan review** into the zoning ordinance to address resource issues such as stormwater drainage, erosion control, and protection of natural features.
- ✓ Continue raising the **public awareness of pollution and stormwater runoff** by working with the Eight Towns and the Bay Committee to stencil more storm drains in the city. *See case study: storm drain stenciling.*
- ✓ As soon as the West Gloucester sewer study is complete, move forward with recommendations for **sewer/septic upgrades** as outlined in the Wastewater Management Plan. This approach is especially important in West Gloucester where water quality is a priority issue for the ACEC. *See case study: 1)*

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Open Space and Growth Management

The City of Gloucester can pursue the following action to address open space and growth management concerns:

- ✓ Build on the **Community Plan 2000 success.** Gloucester's implementation of a strong public participation program within their Community Plan 2000 initiative is a regional "visioning" model. Based on existing momentum at the community level, city officials can help ensure the success of this plan by making this initiative a priority in future workplans and continue to dedicate staff and time to the process. Officials can also seek additional help from regional partners to provide assistance as this initiative moves forward. As Ipswich has also organized a community visioning process, the city should consult with the Metropolitan Area Planning Commission to ensure that models, lessons learned, and successful examples can be shared between both Ipswich and Gloucester. *See case study: community planning forums.*